

# **Local Action Strategy Process & Template**

**Final Guidance, April 2003**

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**The United States Coral Reef Task Force** was established in June 1998 through Executive Order #13089 to lead U.S. efforts domestically and internationally to protect, restore, and sustainably use coral reef ecosystems. Chaired by the Secretary of Commerce and the Secretary of the Interior, the Task Force is composed of the heads of 11 federal agencies and the Governors of 7 states, territories, and commonwealths with responsibilities for coral reefs.

For more information or copies of the Local Action Strategy Guidance document, please contact:

**NOAA Coral Reef Conservation Program**

Office of Response and Restoration

National Ocean Service

1305 East-West Highway

Silver Spring, Maryland 20910

Phone: 301-713-2989

Fax: 301-713-4389

Email: [heidi.schuttenberg@noaa.gov](mailto:heidi.schuttenberg@noaa.gov)

<http://www.coralreef.noaa.gov/>

**U.S. Coral Reef Task Force**

<https://coralreef.gov>

## 1.0 Why local action strategies?

### 1.1 How We Got Here

In October 2002, the U.S. Coral Reef Task Force (USCRTF) met in Puerto Rico and passed a resolution aimed to improve implementation of the National Action Plan to Conserve Coral Reefs (NAP). The resolution, now known as *the Puerto Rico Resolution*, identified four impediments to implementation and recommended solutions to address them (Annex A). These recommendations include:

- Endorsing six Focus Areas for priority action: land-based sources of pollution, overfishing, lack of public awareness, recreational overuse and misuse, climate change and coral bleaching, and disease.
- Developing Local Action Strategies (LAS) for relevant Focus Areas
- Establishing two regional subcommittees to support local action
- Identifying methods for tracking progress toward national goals
- Highlighting needs and opportunities to strengthen human resources for reef conservation

#### ***Excerpts from the Puerto Rico Resolution***

*“The Steering Committee further found that there is a need to improve inter-agency coordination to implement actions to achieve the goals identified in the National Action Plan, including recommended Focus Areas. Thus, it is recommended that each state/territory and its federal partners work cooperatively to develop, locally focused, 3-year action strategies for applicable Focus Areas giving due consideration to local priorities, federal agency mandates and contribution toward the goals of the NAP.”*

A center-piece of the resolution was the development of Local Action Strategies to improve coordinated implementation of coral reef conservation. This recommendation was developed out of a series of interviews and meetings that highlighted the need to strengthen coordination among and between levels of government. It is expected that greater coordination will improve technical and financial support for local level implementation by:

- Improving synchronization between federal and state/territory priorities
- Raising the profile of coral reef issues and concerns in related projects (e.g. non-point and CZM initiatives)
- Strengthening national policy and support for coral reef conservation by providing a basis for updating national goals for reef management.

Planning at the local level has a history within U.S. states and territories that pre-dates the USCRTF itself. The All Islands Initiative produced two versions of local coral reef strategies in the 1990s. The local action strategies currently proposed build on this experience, and strengthen it through increased coordination between state and federal partners and between sectoral agencies.

## **1.2 Attributes of a Successful Local Action Strategy**

The Local Action Strategy is intended as a 3-year roadmap for collaborative action to address key threats to coral reefs. It is envisioned that the LAS will be strategic rather than comprehensive, focusing on a few specific issues in a well-defined geographic location. The LAS template provided here will assist in detailing specific projects targeted at either the causes or effects of problems and will facilitate decision-making on how actions will be implemented to reach clear, achievable goals. It is hoped that the LAS will become a practical implementation guide for achieving specific goals and objectives. The key components of the LAS, include:

- Nested approach to setting goals, objectives and projects
- Implementation of a limited number of specific projects to address well defined local problems
- Indicators for monitoring the impact of actions taken

In general, successful LAS are likely to share the following characteristics:

- The LAS addresses the key issues identified in an assessment or issue profile
- There are identifiable funding mechanisms for LAS implementation through ongoing activities, existing resources, or obtainable funding increases
- The LAS is developed around an open, participatory process, and is not dominated by one interest group
- A manageable number of priority issues are chosen (fewer may be better)
- There is a likelihood that concrete, positive results can be generated in a short time-frame
- The actions to tackle the issues deal with causes of problems as well as consequences
- The actions are manageable given the capacity resources and experience available
- The individual actions work together and do not conflict with each other
- Specific targets are identified and performance is monitored and regularly evaluated

## 2.0 The Process: Roles, Timeline, & Mechanisms

### 2.1 Process Overview: 10 Steps

The following 10 steps outline a general process for implementing the Puerto Rico Resolution, starting with development of Local Action Strategies and eventually updating the National Action Strategy based on these local efforts. One purpose of outlining these steps is to highlight mechanisms for coordination, which include naming state and federal “navigators” (step 1) and drafting agreements for developing a LAS (step 2). Figure 2.1 provides a visual overview of the “10 Steps.” Roles for implementation are discussed in the following sections, and a timeline is presented in Annex B. These steps are provided as a general and flexible framework with the expectation that they will be adapted to best meet the needs of each state and territory.

#### *Basic Steps for Implementing the Puerto Rico Resolution*

**1. Local and Federal “Navigators” are named for each Focus Area,** filling out the matrix below. See Annex C for Navigator name and contact information. Navigator roles are discussed in section 2.2.

<b>Focus Area</b>	<b>FL</b>	<b>PR</b>	<b>USVI</b>	<b>HI</b>	<b>AS</b>	<b>GUAM</b>	<b>CNMI</b>
<b>Land Based Sources</b>	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC
<b>Overfishing</b>	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	TBD
<b>Recreational Overuse</b>	State POC Fed POC	State POC Fed POC	State POC Fed POC	State POC Fed POC	NA	State POC Fed POC	State POC Fed POC
<b>Lack of Awareness</b>	State POC Fed POC	State POC Fed POC	State POC Fed POC	DONE	NA	State POC Fed POC	State POC Fed POC
<b>Climate</b>	TBD	TBD	TBD	TBD	State POC Fed POC	State POC Fed POC	State POC Fed POC
<b>Disease</b>	TBD	TBD	TBD	TBD	NA	TBD	TBD

**2. Identify process, stakeholders, and resource needs for developing Local Action Strategies (LAS).** Coming to agreement on the process that will be used to develop the LAS will assist in clarifying expectations about roles, responsibilities, and resources. An early model of this is the land-based pollution process document that Hawaii, USDA, and EPA developed (see Annex D). It is suggested that the Local and Federal Navigators and the USCRF State/Territory POC develop a process agreement that includes stakeholders, scope, steps and timeline, roles, and resources needed to develop the LAS (see box).

**3. Stakeholders agree with proposal for developing the LAS**

**4. Local Action Strategies are drafted per the process outlined in step 2.** The template and tools in sections 3 the *LAS Tools* document will assist in developing the LAS.

**5. Regional Workshops provide a venue for exchanging ideas and getting technical support.** See the USCRTF web site ([www.coralreef.gov](http://www.coralreef.gov)) for workshop schedule.

**6. Refine and finalize LAS**

**7. Aggregate LAS into Regional Strategies**

**8. Regional Subcommittees review and endorse Regional Strategies\***

**9. USCRTF reviews and endorses Regional Strategies\***

**10. USCRTF updates National Action Strategy (NAS), based on LAS/Regional Strategies, and issues annual progress reports towards NAS.**

#### **Process Agreement Components**

**Stakeholders** – *Who are the stakeholders you will need to involve in this process in order to successfully implement your LAS? NGOs, resource users, tourism industry, private businesses, local government agencies, academic institutions, researchers...*

**Scope** – *Since the LAS is a strategic, 3-year workplan rather than a comprehensive planning effort, what is a logical way to limit the focus of the strategy? Are there geographical areas of high priority from a coral reef perspective? What are the main problems resulting from the key threats that could be given priority focus? What would you like to accomplish to alleviate this problem in the next three years?*

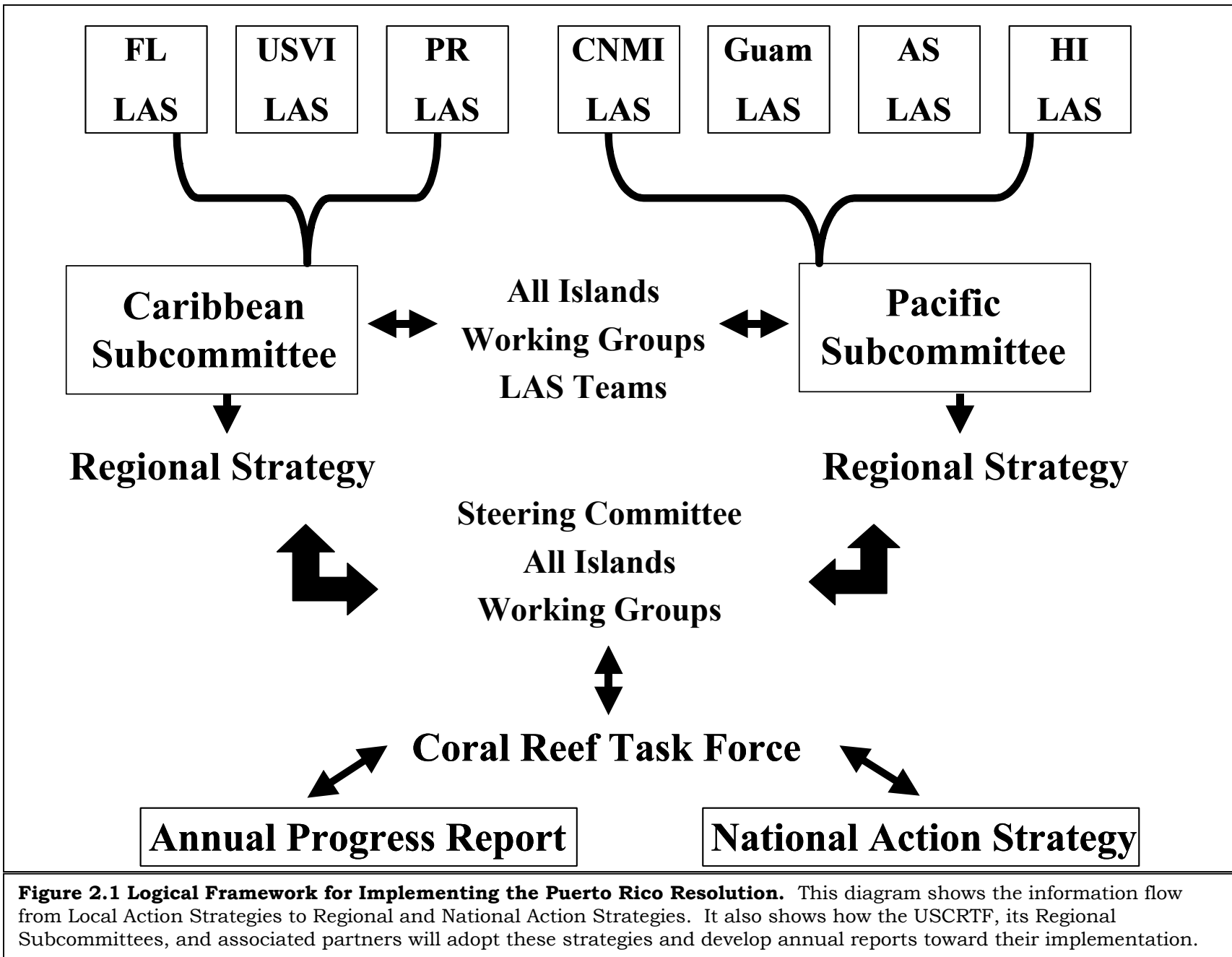
**Steps and Timeline** – *What exactly needs to be done to develop a LAS that addresses key issues and meets your goals? What meetings or workshops are needed and when should those happen? When should the LAS be ready for implementation?*

**Roles** – *What level of involvement will different stakeholders have in developing the LAS? What role will the Local and Federal Navigators play in working with the USCRTF State/Territory POC to develop the LAS? Will Navigators proactively arrange meetings and set timelines or will they take a more hands-off supportive role?*

**Resources** – *What resources and/or expertise do you need in order to develop this strategy? Will you need the assistance of facilitators for any workshops or meetings? How will travel or other expenses for meetings or workshops be funded?*

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\* Issues related to the development of Regional Action Strategies and the mechanics of the Regional Subcommittees are still under development by the USCRTF Steering Committee.



## **2.2 Roles**

In addition to existing responsibilities under the U.S. Coral Reef Task Force Charter, the following individuals and groups will support implementation of the Puerto Rico resolution by performing the following roles.

### **Navigators:**

- Draft LAS Process Agreement with counterpart Navigator and USCRTF State/Territory POC
- Implement designated role in LAS development
- Serve as an informational point of contact on the LAS
- Serve as a resource to identify possible funding mechanisms and other opportunities for LAS development and implementation

### **USCRTF State/Territory POCs:**

- Identify State/territory Navigators
- Oversee development of LASs, including cross-cuts between Threat/Focus Areas (worksheets 3 and 4).
- Work with the All Islands Committee, Florida, and the USCRTF Working Groups to develop Regional Action Strategies based on the LAS
- Work with the All Islands Committee, Florida, and the USCRTF Working Groups to develop concrete, 3-year National goals where they do not currently exist in the NAP, based on the LAS and Regional Action Strategies

### **USCRTF Federal POCs:**

- Identify Federal Navigators
- Support development and implementation of LASs, as applicable based on his/her agency's mandate.
- Work with the All Islands Committee, Florida, and the USCRTF Working Groups to develop Regional Action Strategies based on the LAS
- Work with the All Islands Committee, Florida, and the USCRTF Working Groups to develop concrete, 3-year National goals where they do not currently exist in the NAP, based on the LAS and Regional Action Strategies

### **All Islands Committee Secretariat:**

- Support development of LAS
- Assist in developing Regional Action Strategies and updating the National Action Strategy.
- In coordination with the State of Florida, review and coordinate between the regions, and make recommendations to the regional subcommittees to ensure linkages between the regions.



**Regional Subcommittees:**

- Support coordination and implementation of projects of local and regional significance
- Explore opportunities for the sharing of institutional, financial and human resources among federal and local agencies and partners
- Engage regional program directors to participate in joint activities directed at coral reef management and protection
- Assist in the preparation of materials that meet the reporting requirements of the individual jurisdictions.

**USCRTF Working Groups:**

- Work with the All Islands Committee and Florida to develop Regional Action Strategies based on the LAS
- Work with the All Islands Committee, Florida, and the USCRTF Steering Committee to develop concrete, 3-year National goals where they do not currently exist in the NAP, based on the LAS and Regional Action Strategies
- Produce annual progress reports toward implementation of the NAP and NAS
- Provide technical support and identify budgetary and other resources toward implementing the LAS and Regional Action Strategies
- Provide technical support for developing performance indicators for tracking progress toward national goals for coral reef conservation.

**USCRTF Steering Committee**

- See duties under USCRTF State/Territory and Federal POCs

**USCRTF Secretariat**

- TBD

## 2.3 Addressing Capacity

The Puerto Rico resolution recognized that developing Local Action Strategies would require making additional financial and/or human resources available to the states and territories. Working together, the state and federal navigators should identify the specific resources that will be required for each Threat/Focus area in each state/territory as part of drafting the process agreement. Some capacity enhancing resources being developed include:

**Strengthening the All Island's Secretariat:** Per agreement between NOAA and the All Islands, resources have been made available to support a strengthened All Island's Committee Secretariat.

**Federal Navigators:** USCRTF Federal Members are identifying federal partners to assist in developing LAS for each Threat/Focus Area in each state/territory.

**Participants:** USCRTF Federal Members will also work to identify other participants and partners to assist in developing LAS for each Threat/Focus Area in each state/territory.

**Technical and Process assistance:** Technical and process expertise will be identified and made available to states and territories that require additional assistance during the development of Local Action Strategies. This expertise could include facilitation, technical advice on specific topics, assistance in developing processes for developing LAS, and training.

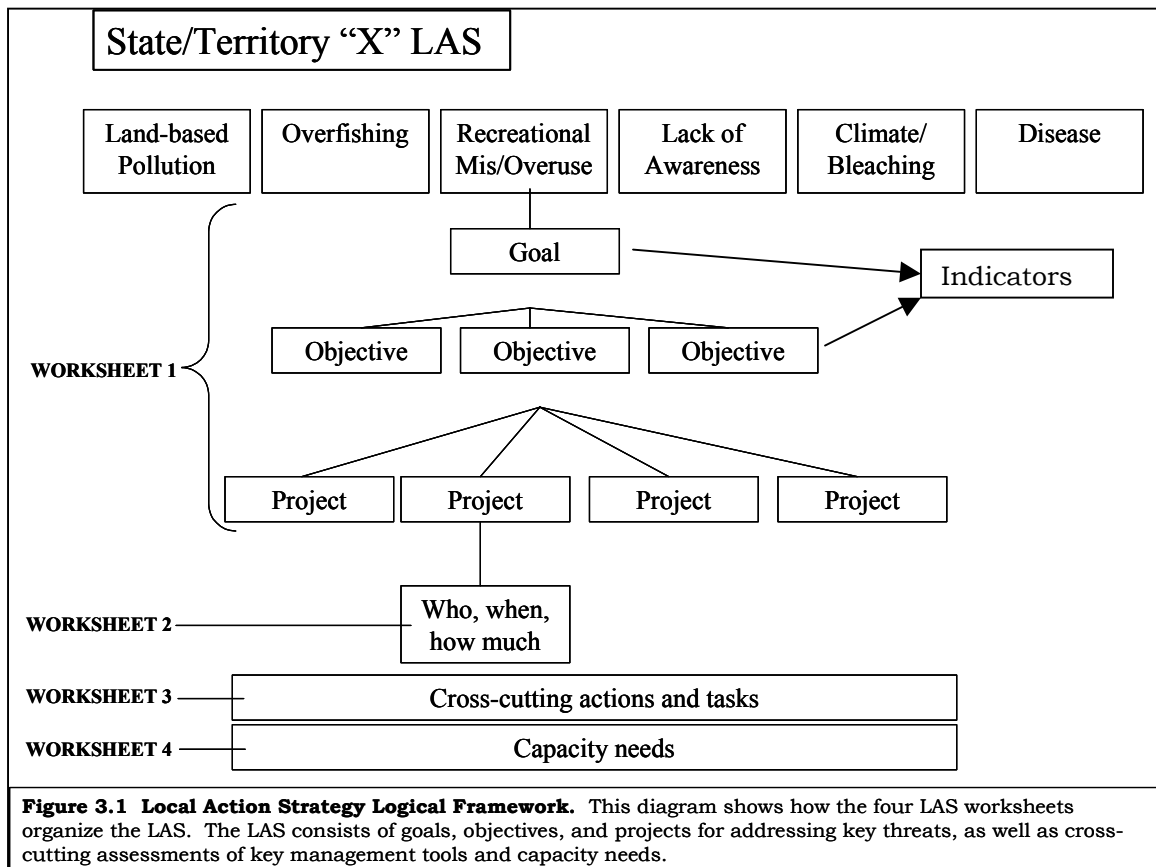
### 3.0 Local Action Strategy Template

#### 3.1 Elements of the Local Action Strategy

The Local Action Strategy Template presented here provides a common framework for use by the U.S. Coral Reef Task Force. The goal of using a common template is to:

- Provide a helpful structure for local discussion
- Facilitate development of regional action strategies, which build on local strategies
- Provide useful similarities in the scaling of goals, objectives, projects, and performance measures, and
- Provide a framework that facilitates incorporation of existing local and national work on coral reef management strategies, such as the National Action Plan and National Action Strategy for Coral Reef Conservation

The Local Action Strategy template described here was developed based on an assessment of other action planning approaches and tailored to fit the needs of the USCRTF. It was further refined during a workshop of the USCRTF Steering Committee February 2003.



The LAS Template consists of four worksheets. Worksheets 1 and 2 are completed for each Threat/Focus Area, and worksheets 3 & 4 cut across all Focus Areas. The first worksheet outlines the action strategy at three tiers: goal, objective, and project. The second worksheet, summarizes the what, who, when, and how much for each project. This worksheet is based on the project summaries produced for the All Islands Greenbook. The third worksheet does a cut across the different threats-based action strategies for the common tools recognized in the National Action Plan goals: Mapping and Monitoring, MPAs, Outreach and Education, Research, Enforcement, and Policy/Law Development.

The fourth worksheet compiles the capacity needs identified in worksheet 2.

To assist in completing the LAS template, the USCRTF Secretariat has automated the template worksheets in a Microsoft Access database. When worksheets 1 and 2 are completed in the database, the software will automatically generate Worksheets 3 and 4. The automated LAS and directions for its use are available on a CD from the USCRTF Secretariat.

The LAS Template presented in this section provides a framework for the final product. Experience suggests that LAS Teams will want to conduct a problem analysis or issue characterization prior to trying to fill out the LAS Template. There are many facilitation techniques and problem analysis tools that can be used for this purpose. The *LAS Tools* document describes a number of tools, including a cause-consequence analysis that can be used to conduct issue analysis.

### ***The Challenge of Scaling***

*Experience suggests that one of the most difficult aspects of completing the LAS template, is scaling the goals, objectives, and projects. Consider the difficulty this way using a football analogy: The goal is to score a touchdown, the objective is to complete successive first-downs and the project is to run or throw the ball to reach a first down...OR....depending on your frame of reference, the goal may be to win the Superbowl, the objective is to win the division and the projects are to score enough points to win each game played using a detailed outline of specific plays.*

*Scaling the goals, objectives, and projects will be easier by conducting a solid problem analysis and keeping the goals of the Local Action Strategies in mind. Per the Puerto Rico Resolution passed by the USCRTF in 2002, the LAS should aim to provide a 3-year coordinated implementation strategy for key threats to coral reefs. As a rule of thumb, issues addressed should be sufficiently tractable to offer good opportunities for making positive progress in the near term, and yet significant enough to command the interest and commitment of the affected people and government agencies. While the LAS is not intended to be a comprehensive planning effort, it may form the basis for additional planning individual jurisdictions may wish to conduct in the future.*

Table 1 summarizes the general steps for completing the action strategy. Although they are presented in a “stepped” process, planning is not a linear endeavor. In many instances, action planning will move between steps in a cyclical way, gaining greater clarity and focus with each evolution.

**Table 3.1 General steps for completing the LAS template**

1. Conduct problem analysis for each Threat/Focus Area (see *LAS Tools*)
2. Define Goals for each Threat/Focus Area (Worksheet 1)
3. Develop Objectives for each Goal (Worksheet 1)
4. Develop Projects for each Objective (Worksheet 1)
5. Define the who, what, and how for each Project (Worksheet 2)
6. Aggregate Projects related to key Management Tools to identify commonalities across the strategies (Worksheet 3). If necessary add Projects to fill gaps.
7. If necessary, revise Worksheets 1 and 2 to reflect “efficiencies” identified by the Management Tool cross-cut (step 6)
8. Aggregate capacity needs to identify commonalities across the strategies (Worksheet 4). If necessary add Projects to fill gaps.

### 3.2 Worksheet 1: Action Strategy

The first worksheet outlines the action strategy at three tiers: goal, objective, and project. Tips for completing Worksheet 1 are summarized in Table 3.2.

**Table 3.2 Tips for completing Worksheet 1.**

- Create a different Worksheet 1 for each of the six Threat/Focus Areas
- **Setting Goals: A Goal is a general statement of the desired outcome or impact and the highest-level result you wish to achieve. Goals define the end-point of the 3-year action strategy.** Based on your issues analysis for each threat area, define one or more goals for addressing each threat.
  - For each goal, provide a verifiable indicator(s). Verifiable indicators are a particular value or characteristic used to measure progress on the goal. The indicator must be measurable either directly or through a proxy. Indicators are discussed further in *LAS Tools*.
- **Setting Objectives: An Objective is a specific statement of the desired accomplishments or outcomes whose realization will lead to fulfillment of the overall goals. Objectives are quantifiable and time-limited.** Based on your issues analysis for each threat area, define one or more objectives for addressing each goal.
  - For each objective, provide a verifiable indicator(s).
- **Developing Projects: Projects contribute to the achievement of an objective. They are specific, concrete, and executable.** Based on your issues analysis for each threat area, define one or more projects for achieving each objective.
  - For each project, checkmark the Management Tool category it most closely aligns with. These checkmarks will facilitate completing Worksheet 3.
  - NOTE: In a few cases more than one Management Tool category may apply (i.e., a project to strengthen enforcement within an MPA). In this case, checkmark both categories so you can consider the project for both Management Tool cross-cuts in Worksheet 3.

Worksheet 1: Action Strategy											
Fill Out Worksheet 1 for each locally-relevant Threat/Focus Area											
Threat/Focus Area:					Management Tools (check-off for Projects)						
Goal:		Indicator:			Develop policies/laws	Enforcement	Mapping and Monitoring	MPA	Outreach and education	Research	Other
Objective 1:		Indicator:									
	Project 1:										
	Project 2:										
	Project 3:										
	Project 4:										
	Project 5:										
Objective 2:		Indicator:									
	Project 1:										
	Project 2:										
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	Project 5:										
Objective 5:		Indicator:									
	Project 1:										
	Project 2:										
	Project 3:										
	Project 4:										
	Project 5:										

### 3.3 Worksheet 2: Collaborative Implementation Plan

The second worksheet, summarizes the what, who, when, and how much for each project. This worksheet is based on the project summaries produced for the All Islands Greenbook. Tips for completing Worksheet 2 are summarized in Table 3.3.

**Table 3.3 Tips for completing Worksheet 2.**

- Create a different Worksheet 2 for each Objective from Worksheet 1.
- Copy one Goal/Objective and its associated Projects from Worksheet 1 into Worksheet 2
- **Description:** Write a short description for each Project
- **Lead Person:** This is the person primarily responsible for carrying out the Project.
- **Proposed Partners:** These are the partners, both individuals and organizations, that will be directly involved in implementation and funding of the Project.
- **When:** This describes when the Project is scheduled to start and end. Enter the month and year for the start and finish dates.
- **Products or Outputs:** Describe the major products or outputs, such as reports, brochures, conference, workshops, etc.
- **Expected Costs:** For proposed projects, enter the estimated amount of money it will cost to complete the activity. If the activity is underway, provide the amount of money that has been allocated to this activity. For on-going activities, make a note if more funding is required beyond the current allocation.
- **Proposed Funding Sources:** Describe where the money for funding this Project is coming from or will come from.
- **New Staff, training, and technical expertise:** Define new capacity needs for this specific Project. The purpose here is to tie specific capacity needs to specific Projects. Not every activity will require new capacity. These needs will be compiled into a capacity assessment in Worksheet 4.



Worksheet 2. Collaborative Implementation Plan	
<i>Fill out a different Worksheet 2 for each Objective defined in Worksheet 1</i>	
Threat/Focus Area:	
Goal (from Worksheet 1):	
Obective (from Worksheet 1):	
Project 1 (from Worksheet 1):	
Description:	Lead person:
	Proposed partners:
	When (mm/yr) <span style="float: right;">TO</span>
	Products or Outputs:
	Expected Costs:
	Proposed Funding Source:
	New staff, training & technical expertise needs:
Project 2 (from Worksheet 1):	
Description:	Lead person:
	Proposed partners:
	When (mm/yr) <span style="float: right;">TO</span>
	Products or Outputs:
	Expected Costs:
	Proposed Funding Source:
	New staff, training & technical expertise needs:

<b>Project 3 (from Worksheet 1):</b>	
<b>Description:</b>	<b>Lead person:</b>
	<b>Proposed partners:</b>
	<b>When</b> ( <i>mm/yr</i> ) <span style="float: right;"><i>TO</i></span>
	<b>Products or Outputs:</b>
	<b>Expected Costs:</b>
	<b>Proposed Funding Source:</b>
	<b>New staff, training &amp; technical expertise needs:</b>
<b>Project 4 (from Worksheet 1):</b>	
<b>Description:</b>	<b>Lead person:</b>
	<b>Proposed partners:</b>
	<b>When</b> ( <i>mm/yr</i> ) <span style="float: right;"><i>TO</i></span>
	<b>Products or Outputs:</b>
	<b>Expected Costs:</b>
	<b>Proposed Funding Source:</b>
	<b>New staff, training &amp; technical expertise needs:</b>
<b>Project 5 (from Worksheet 1):</b>	
<b>Description:</b>	<b>Lead person:</b>
	<b>Proposed partners:</b>
	<b>When</b> ( <i>mm/yr</i> ) <span style="float: right;"><i>TO</i></span>
	<b>Products or Outputs:</b>
	<b>Expected Costs:</b>
	<b>Proposed Funding Source:</b>
	<b>New staff, training &amp; technical expertise needs:</b>

### 3.4 Worksheet 3: Cross-cutting Management Tools

The third worksheet facilitates a cut across the different threats-based action strategies for the common management tools recognized in the National Action Plan goals: Mapping and Monitoring, MPAs, Outreach and Education, Research, Enforcement, and Policy/Law Development. Worksheet 3 can also be used to perform cross-cuts for other themes important to individual jurisdictions. Tips for completing Worksheet 3 are summarized in Table 3.4.

Worksheet 3 is intended to serve two purposes:

1. It aggregates all the Projects from all of the Threat/Focus Areas under Management Tool categories. This aggregation allows you to look at all the activities under each Management Tool category, identify overlap and inconsistencies, and create efficiencies (Worksheet 3.A).
2. It provides space to capture projects that are critical pre-conditions to successfully implement the LAS that do not fit within a specific Threat/Focus Area or are required across a multiple Threat/Focus areas (Worksheet 3.B).

**Table 3.4 Tips for completing Worksheet 3.**

- **Aggregating Projects:** Create a different Worksheet 3.A for each Management Tool category or another heading important you. If you are using the automated LAS Database, follow the directions provided on the CD to generate a Worksheet 3.A for each Management Tool and export these worksheets to either Microsoft Excel or Microsoft Word for further manipulation. Alternately, you can aggregate Projects manually by copying the Projects from each Worksheet 1 into the relevant Worksheet 3.A by Management Tool Category (e.g. cut and paste all of the Projects categorized as “Mapping and Monitoring” on each Worksheet 1 into the Worksheet 3.A for Mapping and Monitoring). Use the right-hand columns to indicate which Threat/Focus Area the Project is drawn from.
- **Sorting and Synthesizing Projects:** Take a comprehensive look at all of the Projects associated with each Management Tool category. Work with this list to remove overlaps and redundancies. Feel free to re-order and combine projects on the list so it makes logical sense.
- **Adding New Projects by Management Tool Category:** Once the list in Worksheet 3.A is organized, look through it to identify gaps or areas that need strengthening. Add new Projects that address these gaps or strengthen the overall Local Action Strategy. In the automated LAS Database, select “cross-cutting theme” as the Threat/Focus Area for these new Projects. Manually, use Worksheet 3.B to add these projects.

- **Finalize Worksheet 3:** Once you have all the Projects sorted and the gaps filled, take a step back and look at the entire Management Tool category. Does a roadmap for the Management Tool emerge? For instance, can you see an effective monitoring plan that cuts across all six of the Threat/Focus Areas? An enforcement plan? An MPA plan? Continue to revise Worksheet 3 until you can answer yes to these questions.
- **Updating Worksheets 1 & 2:** Once Worksheet 3 is finalized, it is important to go back to Worksheets 1 & 2 and revise them to reflect the changes. For instance, if there were three outreach Projects under three different Threat/Focus Areas that were combined on Worksheet 3, go back to these Projects in Worksheets 1 and 2 and note their connectedness and any project revisions that were made.

### Worksheet 3.A Cross-cutting Management Tools - Aggregating Projects

#### Management Tool:

(Developing Policies & Laws, Enforcement, Mapping & Monitoring, MPAs, Outreach & Education, Research, and Other)

*from which  
Threat/Focus Area*

List Projects from each worksheet 1 that are in this Management Tool category. Include Projects from all Threat/Focus Areas

	LBS of Pollution	Overfishing	Public Awareness	Rec. Overuse	Climate Change	Disease
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

### Worksheet 3.B Cross-cutting Management Tools - Gaps

(Gaps and other enabling conditions: Are there other Projects required to successfully implement the LAS?)

#### Cross-cutting Project

Description:

Lead person:

Proposed partners:

When (*mm/yr*) *TO*

Products or Outputs:

Expected Costs:

Proposed Funding Source:

Staff, training & technical expertise needs:

#### Cross-cutting Project

Description:

Lead person:

Proposed partners:

When (*mm/yr*) *TO*

Products or Outputs:

Expected Costs:

Proposed Funding Source:

Staff, training & technical expertise needs:

### 3.5 Worksheet 4: Capacity Assessment

The fourth worksheet compiles the capacity needs identified in worksheet 2. Tips for completing Worksheet 4 are summarized in Table 3.5.

**Table 3.5 Tips for completing Worksheet 4.**

- Each LAS will have one Worksheet 4.
- **Aggregating New Capacity Needs:** Copy the capacity needs for “new staff, training, and technical assistance” from each Worksheet 2 into Worksheet 4.A under one of the capacity categories. Use the right-hand columns to indicate which Threat/Focus Area the capacity need is drawn from. The capacity categories provided are:
  - Human Resources: This is new staffing, either part-time, full-time, or contractual support that is required to complete this Project.
  - Training: What type of training is needed for existing staff, proposed staff or stakeholders to complete the activity?
  - Technical Assistance: Assistance through consultancies, exchanges, or one-time access to outside experts.
- **Sorting and Synthesizing Projects:** Once all of the capacity needs are copied in, work with this list to remove overlaps and redundancies. Feel free to re-order the list so it makes logical sense.
- **Adding New Projects by Management Tool Category:** Once the list in Worksheet 4.A is organized, look through it to identify gaps or areas that need strengthening. Use worksheet 4.B to add new capacity needs that address these gaps or strengthen the overall Local Action Strategy.
- **Finalize Worksheet 3:** Once you have all the new capacity needs sorted and the gaps filled, take a step back and look at the entire capacity assessment. Can you see a clear picture for your capacity needs?
- **Updating Worksheets 1 & 2:** Once Worksheet 4 is finalized, it is important to go back to Worksheets 1 & 2 and revise them to reflect the changes.

## Worksheet 4.A New Capacity Needs Assessment - Aggregation

	From which threat/focal area?					
List comments from each Worksheet 2 on new staff, training, and technical assistance needs.	LBS of Pollution	Overfishing	Public Awareness	Overuse	Climate Change	Disease
<b>New Human Resources Support (e.g. Staff)</b>						
<b>Training</b>						
<b>Technical Assistance</b>						

## Worksheet 4.B New Capacity Needs Assessment - Gaps

(Gaps and other enabling conditions: Are there other Capacity Needs required to successfully implement the LAS??)

### Cross-cutting Capacity Need:

(staff, training, technical expertise)

<b>Description:</b>	<b>Lead person:</b>
	<b>Proposed partners:</b>
	<b>Expected Costs:</b>
	<b>Proposed Funding Source:</b>

### Cross-cutting Capacity Need:

<b>Description:</b>	<b>Lead person:</b>
	<b>Proposed partners:</b>
	<b>Expected Costs:</b>
	<b>Proposed Funding Source:</b>

## **Annexes**

**Annex A: Puerto Rico Resolution**

**Annex B: 2003 – 2004 Timeline**

**Annex C: Navigator Name and Contact Information**

**Annex D: Example Process Agreement**

**Annex E: Example Local Action Strategy**



## **Annex A: Puerto Rico Resolution**

### **I. Background:**

At its December 2001 meeting, the U.S. Coral Reef Task Force identified a need to revise some of its procedures in order to move from planning to implementation of the National Action Plan to Conserve Coral Reefs (NAP). Based on recommendations from the All Islands Committee, constituent input, assessment of similar initiatives, expert consultation, and its experience over the past two years, the Task Force, through its Steering Committee, has identified the need to:

- 1) Improve NAP implementation by identifying threats-based priorities and key actions developed from the 13 goal areas;
- 2) Increase coordination to implement the NAP among government agencies, and across local, regional, and national levels;
- 3) Develop a system to track progress toward achievement of the NAP's goals and objectives; and
- 4) Increase human resources supporting the Task Force, All Islands Committee, State, Territory, and Commonwealth coral reef conservation efforts to implement the proposed process.

Part II outlines procedural changes needed to improve implementation of the NAP. Part III provides an overview of how these revisions integrate into the existing Task Force process and structure. Table 1 provides a quick summary of needs, procedural revisions, and resource requirements. Representatives to the Task Force from the Freely Associated States (Palau, Federated States of Micronesia, and the Marshall Islands) are invited to participate in the procedures outlined below.

### **II. Procedural Revisions:**

1. ***Improve Prioritization of Needs.*** The Steering Committee found that there is not currently a clear prioritization of needs among the 13 goal areas outlined in the National Action Plan. Recognizing that resource constraints may preclude implementing all 13 areas concurrently, there is an urgent need to proceed strategically by focusing on the most urgent and pressing threats to coral reefs. Thus, it is recommended that the Task Force should identify and endorse 5 threats-based Focus Areas for priority implementation.

The identification of 5 areas will provide better focus for implementation, while allowing locally appropriate management actions to be developed at the jurisdictional (state, territory, and commonwealth governments) and regional levels. This prioritization does not constrain the need for Task Force members to support actions to address other significant threats. Focus Area selection should consider the severity and scale of key threats to reefs as well as the

extent to which collaborative efforts can make tangible progress toward identified goals (see procedure #2 regarding 3-year action strategies).

The Steering Committee further found that some of the 13 goal areas outlined in the National Action Plan do not have specific targets clarifying how the goal should be achieved. Thus, it is recommended that, if they do not already exist within the National Action Plan, specific targets, which include timelines and performance indicators, should be established for the Focus Areas endorsed by the Task Force and other areas as appropriate.

In developing the National Action Strategy for Coral Reef Conservation and through more recent assessments by the All Islands Committee, the Steering Committee finds that the preliminary information needed to identify Focus Areas is currently available. Analysis of this information suggests the following areas should be endorsed by the Task Force as Focus Areas for 2003 – 2006:

- a. Land-based Sources of Pollution
- b. Overfishing
- c. Lack of Public Awareness
- d. Recreational Overuse and Misuse
- e-1. Climate Change and Coral Bleaching, and
- e-2. Disease

2. **Improve Coordination.** The Steering Committee found that improved coordination would help fulfill the Task Force mission, implement the National Action Plan, and increase support for coral reef conservation efforts at state, territory, and local levels. Several areas for improvement were identified: (1) improve coordination between state/territory and federal priorities and implementation activities, (2) better engage important federal partners locally and regionally, (3) increase coordination and collaboration among and between agencies at local and regional levels, and (4) increase coordination with stakeholders. Thus, it is recommended that the Task Force should establish Regional Subcommittees of the Steering Committee in the Caribbean and the Pacific with membership to include, at a minimum, representation from each U.S. Coral Reef Task Force member.

The Steering Committee further found that there is a need to improve inter-agency coordination to implement actions to achieve the goals identified in the National Action Plan, including recommended Focus Areas. Thus, it is recommended that each state/territory and its federal partners work cooperatively to develop, locally focused, 3-year action strategies for applicable Focus Areas giving due consideration to local priorities, federal agency mandates and contribution toward the goals of the NAP. Based on the development of local action strategies, the All Islands Committee, in coordination with the State of Florida, will review and coordinate between the regions, and make recommendations to the regional subcommittees to ensure linkages between the regions.

Regional Subcommittees will:

- Coordinate jurisdictional and federally-managed area action strategies into regional action strategies,
- Identify common issues for regional actions,
- Explore opportunities for the sharing of institutional, financial and human resources among federal and local agencies and partners,
- Seek funding and resources for development of local action strategies and their implementation,
- Report to the Task Force on development and implementation,
- Develop mechanisms for engaging stakeholders, and
- Provide linkages to international efforts.

Each Task Force member will identify appropriate representatives to Regional Subcommittees within one month from adoption of the resolution. The Regional Subcommittees will be established and provide an initial update on key gaps and opportunities for implementation in Focus Areas by the next Task Force meeting. The Regional Subcommittees will provide 3-year pilot action strategies within one year based on the local input available at that time. Nothing in this paragraph will prejudice the functioning of the All Islands Committee.

3. ***Improve Mechanisms for Tracking Progress.*** The Steering Committee found that there is not currently a systematic tracking system to articulate progress toward implementation of the NAP. Past efforts to report accomplishments have been inefficient and taxed available human resources. Furthermore, unclear goals and indicators have made reporting and implementation difficult. Thus, it is recommended that the Task Force develop a web based system to facilitate reporting accomplishments and actions toward meeting the goals and objectives of the NAP, using performance indicators identified by the local and regional action strategies. Task Force members will populate and maintain this database as a current record of accomplishments and future plans and activities. The Steering Committee will report back to the Task Force with details of the reporting system.

Using this tool, the Regional Subcommittees, the Steering Committee, and, as needed, Working Groups will develop an annual report documenting progress toward the goals and objectives of the NAP. Recognizing that the Focus Areas are not the only areas requiring reporting, the new tracking mechanisms will be also available to support the development of annual work plans and other accomplishment reports by all Task Force members.

4. ***Address Human Resource Limitations.*** The Steering Committee found that limitations in available human resources and current funding

mechanisms, at both the local and national levels, are significant impediments to fulfilling the mission of the U.S. Coral Reef Task Force. In order to implement these revised procedures, the Steering Committee will work with the All Islands Committee to assess human resources needs required. Furthermore, the Steering Committee should recommend strategies for increasing human resource capacity and funding to support Task Force, All Islands Committee, State, Territory, and Commonwealth coral reef conservation efforts to implement the proposed process. This shall include both the establishment of a US Coral Reef Task Force Secretariat and adequate support for the All Islands Committee Secretariat. Task Force members should evaluate their ability to contribute to these efforts. The Steering Committee will report back to the Task Force with further details for a proposed Secretariat.

5. ***Amend the Oversight Policy and Charter.*** In light of the revisions to the Task Force process proposed here, it is recommended that the Oversight Policy and Charter be amended, as necessary, to reflect this new process.
6. ***Charge to Working Groups and Steering Committee.*** Working Groups are tasked to assist the Steering Committee with implementing the changes put forth in this document. The Steering Committee will evaluate the role and function of the Working Groups and report recommendations to the next US Coral Reef Task Force meeting.

### **III. Overview of the U.S. Coral Reef Task Force Process**

The recommendations outlined here are intended as revisions to the existing structure of the Task Force. The following is a brief summary of some of the key components of the existing and revised structure:

- **The National Action Plan to Conserve Coral Reefs and the National Action Strategy.** The NAP and NAS remain relevant and comprehensive blueprints for coral reef conservation in the U.S. The recommendations here are intended to strategically implement the NAP.
- **Steering Committee.** The steering committee will continue to serve as the primary working body of the US Coral Reef Task Force, providing assistance and coordination for Task Force activities.
- **State/Territory Planning and Implementation.** Ultimately, coral reef management must be implemented in local reef areas, which relies on effective planning and implementation by states and territories with support from federal partners.
- **Federal Agency Planning and Implementation.** Working within its mandates, each federal member of the task force has relevant responsibilities

for reef conservation, ranging from prevention of harm to active stewardship to address key threats.

- **All Islands Committee.** The All Islands Committee has provided essential policy guidance to the Task Force since its inception and is critical to bringing local reef issues into the national dialogue at the Task Force, and increasing coordination among federal, state, territory and commonwealth efforts.
- **International Policy Work and Support for Management.** The International Working Group has made notable achievements in international policy arenas, notably regarding coral trade and no-anchoring zones. While contributing to national Focus Areas, the International Working Group will continue its existing policy work.
- **USCRTF Working Groups.** The Steering Committee will work with the Working Group chairs to develop a working group structure compatible with the new Regional Committee structure.
- **Regional Subcommittees.** The role of the regional subcommittees includes 1) to support coordination and implementation of projects of local and regional significance; 2) to explore opportunities for the sharing of institutional, financial and human resources among federal and local agencies and partners; 3) to engage regional program directors to participate in joint activities directed at coral reef management and protection; 4) to assist in the preparation of materials that meet the reporting requirements of the individual jurisdictions. The Regional Sub-committee will include representatives of US Coral Reef Task Force Members.

## Annex B: 2003-2004 Timeline

<b>Month</b>	<b>Activity</b>
<b>February</b>	USCRTF Meeting in DC
<b>March</b>	
<b>April</b>	Puerto Rico Kickoff Meeting
<b>May</b>	U.S. V.I. Kickoff Meeting Florida Kickoff Meeting
<b>June</b>	Workshop on Climate & Coral Bleaching (18-20) Pacific Land Based Sources Workshop (23-24)
<b>July</b>	
<b>August</b>	Caribbean Recreational Overuse Workshop (21-22) Begin developing Pacific Regional Strategies*
<b>September</b>	
<b>October</b>	Pacific Regional Subcommittee Meeting (2) USCRTF meeting in Guam/CNMI (3-7) Pacific Overfishing Workshop (8-9)
<b>November</b>	Begin Developing Caribbean Regional Strategy
<b>December</b>	
<b>January 2004</b>	?? Caribbean Regional Subcommittee Meeting ??
<b>February</b>	USCRTF Meeting in DC
<b>March</b>	White Water to Blue Water in the Caribbean

\* LAS that are available will be considered at first Pacific Regional Subcommittee meetings in October/November.

## Annex C: Navigator Name and Contact Information

	Land Based Sources	Overfishing*	Recreational Overuse*	Lack of Awareness	Climate/Bleaching
<b>Florida</b> <b>USCRTF POC: Kacky Andrews;</b> (Katherine.Andrews@dep.state.fl.us) Coordinator: Paula Allen; (Paula.L.Allen@dep.state.fl.us)	Ken Banks (BCDPEP) Kbanks@broward.org 954-519-1207	Janet Phipps (Palm Beach County DERM) jphipps@co.palm-beach.fl.us 561-233-2443	Steve Blair (Miami-Dade County DERM) Blairs@miamidade.gov 305-372-6853  Kurtis Gregg (DEP) Kurtis.gregg@dep.state.fl.us 850-245-2163	Diane Behringer (Broward County Seagrant) Dbehringer@broward.org	TBD
	Richard Harvey (EPA) harvey.richard@epa.gov 561-615-5292  Ron Smola (USDA) rsmola@sfwmd.gov 561-682-2857	Jim Bohnsack (NOAA) Jim.Bohnsack@noaa.gov 305-361-4252 x252	Richard Curry (DOI) Richard_curry@nps.gov 305-230-1144 x3010	Mary Tagliareni (NOAA) Mary.Tagliareni@noaa.gov 305-852-7717 x30	TBD
<b>Puerto Rico</b> <b>USCRTF POC: Aileen Velazco;</b> (avelazco@caribe.net)	Ernesto Diaz (DNER) eldiaz@caribe.net 787-721-7593	Craig Lilyestrom (DNER) craig@caribe.net 787-724-8774 x4042; 787- 725-8619  Aida Rosario lipdrna@coqui.net 787-833-2025	Marisa Gonzalez (DNER) 787-722-4204; 724-2340 787-724-7335 (fx)	Dixie Bayo (DNER) 787-724-8774 x4085 787-977-0579 (fx) 787-616-1729 (cell)  Astrid Green (DNER) greenastrid14@hotmail.com 787-724-8774 x 4078	TBD
	Teresita Rodriguez (EPA) Rodriguez.Teresita@epa.gov 787-977-5864  Marisol Morales (USDA) Marisol.Morales@pr.usda.gov 787-766-5206 x233	Aitza Pabon (NOAA) aitza.pabon@noaa.gov 787-851-3700	Miguel Lugo (NOAA) Miguel.Lugo@noaa.gov 301-713-2989 x102	Miguel Lugo (NOAA) Miguel.Lugo@noaa.gov 301-713-2989 x102	TBD

<b>U.S. Virgin Islands</b> <b>USCRTF POC: Janice Hodge</b> (Janice.Hodge@noaa.gov) Coordinator: Nicholas Drayton; (ndraytontoc@attglobal.net) Coordinator: Ursula Anlauf; (Ursula.Anlauf@noaa.gov)	Bill Rohring (CZM) bill.rohring@noaa.gov 340-774-3320 x5107	Carlos Farchette boatvisc@viaccess.net 340-713-1267 340-719-6586 (fx)  Gerson N Martinez nickey_7@yahoo.com 340-643-4370, 778-4370	Stephanie Wear (TNC) swear@tnc.org 340-773-5575  Raquel Seybert rseybert@tnc.org 340-773-5575	Marcia Taylor mtaylor@uvi.edu 340-690-4046	TBD
	Teresita Rodriguez (EPA) Rodriguez.Teresita@epa.gov 787-977-5846  Marisol Morales (USDA) Marisol.Morales@pr.usda.gov 787-766-5206 x233	Aitza Pabon (NOAA) aitza.pabon@noaa.gov 787-851-3700	Dana Wusinich-Mendez (NOAA) Dana.Wusinich-Mendez@noaa.gov 301-713-3155 x159	Dana Wusinich-Mendez (NOAA) Dana.Wusinich-Mendez@noaa.gov 301-713-3155 x159	TBD
<b>Hawaii</b> <b>USCRTF POC: Athline Clark</b> (Athline.M.Clark@hawaii.gov)	Katina Henderson (HDOH) khenderson@eha.health.state.hi.us 808-586-4337  Francis Oishi (HDAR) Francis.G.Oishi@hawaii.gov 808-587-0094	Walter Ikehara (HDAR) walter_n_ikehara@hawaii.gov 808-587-0096		Done	TBD
	Wendy Wiltse (EPA) Wiltse.Wendy@epa.gov 808-541-2752  Chris Smith (USDA) csmith@hi.nrcs.usda.gov 808-541-2600 x119	Alan Everson (NOAA) Alan.Everson@noaa.gov 808-973-2937 x212	DOI/NOAA	Done	TBD



<b>Am. Samoa</b> <b>USCRTF POC: Lelei Peau</b> (lelei.peau@noaa.gov) Coordinator: Chris Hawkins (amsamoaCRAG@yahoo.com)			NA	NA	
	Carl Goldstein (EPA) goldstein.carl@epa.gov 415-972-3767  Wally Jennings (USDA) wally.jennings@pb.usda.gov 684-633-1031 x22	Nancy Dashbach (NOAA) Nancy.Daschbach@noaa.gov 684-633-7354	NA	NA	Peter Craig (DOI) peter_craig@nps.gov 684-633-7082
<b>Guam</b> <b>USCRTF POC: Gerry Davis</b> (gdavis@mail.gov.gu) Coordinator: Trina Leberer (tleberer_1999@yahoo.com)	Dave Limtiaco (DOAF) dlimti@vzpacifica.net 671-735-3949	Trina Leberer (DOA) tleberer_1999@yahoo.com 671-735-3984	Sonia Shjegstad (GCM) sshjegstad@mail.gov.gu 671-475-9673	Vangie Lujan (BPS) vange@mail.gov.gu 671-475-9672	Bob Richmond (UOG) richmond@uog9.uog.edu 671-735-2188
	John McCarroll (EPA) Mccarroll.john@epa.gov 415-972-3774  Jackie Flores (USDA) Jacqueline.Flores@pb.usda.gov 671-472-7490	Alan Everson (NOAA) Alan.Everson@noaa.gov 808-973-2937 x212	Dwayne Minton (DOI) dwayne_minton@nps.gov 671-472-7240	Barbara Maxfield (DOI) Barbara_Maxfield@fws.gov 808-792-9530	TBD

<b>CNMI</b> <b>USCRTF POC: Becky Lizama</b> (crm.permit@saipan.com) Coordinator: Erica Cochrane (crm.coralreef@saipan.com)	Fran Castro (DEQ) deq.nonpoint@saipan.com  Erica Cochrane (CRM) crm.coralreef@saipan.com 670-664-8302	Mike Trianni (DFW) mstdfw@itecnmi.com	Martin Cabrera (CRM) crm.enforcement@saipan.com 670-664-8300	Kathy Yuknavage 670-664-8300 670-664-8315 (fx)	Peter Houk (DEQ) deq.biology@saipan.com
	John McCarroll (EPA) Mccarroll.john@epa.gov 415-972-3774  Scott Crockett (USDA) scott.crockett@pb.usda.gov 670-532-9491	Alan Everson (NOAA) Alan.Everson@noaa.gov 808-973-2937 x212	Dwayne Minton (DOI) dwayne_minton@nps.gov 671-472-7240	Barbara Maxfield (DOI) Barbara.Maxfield@fws.gov 808-792-9530	TBD

\* In Florida, Bohnsack and Phipps navigate “Recreational Use and Fishing”; Curry, Blair, and Gregg navigate “Physical Impacts from the Maritime Industry and Coastal Construction”.

## **Annex D: Example Process Agreement**

DRAFT

NRCS/EPA Joint Framework

To Address

Land Based Sources of Pollution on Coral Reefs in Hawaii

12/12/02

### Introduction

Land uses have a potential to contribute pollutants such as sediment, nutrients, pesticides, heavy metals, and hydrocarbons to the near-shore environment. Under certain conditions, these contaminants are retained by associated reef communities resulting in degradation. Many agencies and organizations are involved in land and water management within watersheds and their activities can affect downstream coral reef communities. Normally, the selection criteria for funding land based conservation activities do not include impacts to, or restoration of, coral reef resources.

In order to build a more comprehensive watershed approach to managing land use to reduce or prevent impacts to coral reef health, there is a need to: 1) identify and prioritize land based pollution sources that affect coral reefs and 2) create a communication and coordination system among those who manage, study, or work to restore terrestrial freshwater and coral reef ecosystems so that management efforts can more effectively target resources to prevent or repair impacts to reefs. This initiative stems from the U.S. Coral Reef Task Force which supports the development of coordinated efforts to address key impacts to coral health.

### Proposed Participants

In Hawaii, those agencies and organizations involved in monitoring, research, and protection of coral reefs and/or watersheds include: Dept. of Land and Natural Resources (Div. Aquatic Resources, Commission on Water Resource Management, Engineering Division, Div. of Forestry and Wildlife, Div. of Land Management), HI Dept. of Health, National Oceanic and Atmospheric Administration, Coastal Zone Management, Kahoolawe Island Reserve Commission, US Geological Survey, US Environmental Protection Agency, Social Science Research Inst.-HI Coral Reef Initiative, Hawaii Institute of Marine Biology and US Fish and Wildlife Service, US Dept. of Agriculture (Natural Resources Conservation Service and Farm Services Administration), Univ. of Hawaii Agricultural Extension Service, Soil and Water Conservation Districts, Hawaii Association of Conservation Districts, HI Dept. of Agriculture, Counties, Sierra Club and The Nature Conservancy. Others who may be involved include private landowners, DOD, and other stakeholders.

A representative from each of the above entities needs to be designated as the point of contact (POC) for land based pollutant (LBP) issues as they relate to this initiative.

As a first step toward establishing the communication network, an initial workshop will be organized and held as early as feasible in FY03, likely in March.

Prior to this workshop, DAR and DOH have offered to prepare a list of top coral reef sites that are affected by LBPs. This list will serve as a “seed crystal” for the Hawaii workshop group to discuss and amend.

#### Process for Developing a 3 Year Action Strategy for Managing LBP in Hawaii

##### Goals for Action Strategy:

1. Identify and prioritize the land based pollution types and sources that have the greatest impact on our reefs
2. Identify and prioritize the actions related to program authorities and incentives that are needed to protect coral reefs from land based pollution (include CZARA plans).
3. Demonstrate that improved land conservation/management has a positive effect on reefs via selection of pilot watershed projects in which improved coordination of land management efforts with coral reef and water quality monitoring will occur.

Step 1: Hold local meeting(s) of all relevant stakeholders in Hawaii (state, federal, university, NGO's, private sector) to allow sharing of priorities, programs, activities and successes related to coral reef monitoring and land management within watersheds. Identify local priority watersheds to work in and general framework for a strategy to address land-based sources of pollution to coral reef ecosystems.

##### Proposed Initial Workshop: March 2003;

- Create and prioritize a list of coral reefs impaired by land based pollution. Collect supporting documentation (data from DAR, EPA, NOAA, DOH) in advance of workshop.
- Identify priority LBP's that affect coral reefs and their primary sources in Hawaii by discussion with panel of experts. Also discuss options to measure and assess linkage between land based pollutants and observed reef impacts.
- Identify information and activities related to coral reefs and land management for watershed-reef areas. Create a table showing reef areas impaired by LBP and associated watersheds. List in the table all information about baseline/historical coral and water quality monitoring, types of impairment, pollutant types and sources, planned and ongoing land management/pollution control projects. Collect supporting information in advance of workshop and complete during workshop.

- Identify reef systems suspected to exhibit impairment but lacking defensible data. (e.g. Kaiaka to Haleiwa)
- Prioritize the reef/watershed areas for future work. (Criteria = Potential for measurable outcome, community support and land owner interest, significant land management/pollution control activities planned or underway, existing baseline data on reef and water quality conditions, geographic distribution (e.g. neighbor islands, urban, rural))
- Identify barriers to improving land management and coral reefs in selected watershed/reefs.
- Review program authorities (e.g. Clean Water Act, Coastal Zone Management Act, Farm Bill) and incentives (e.g. CWA 319, Farm Bill –EQIP) for controlling pollutants of concern and set priorities for improving protection of reefs.

Second Local Participant Meeting (County/State/Federal/NGOs/other stakeholders). Tentative Date: May 2003.

- Introduce top two proposed watersheds/reef systems and reasons why these were selected. Identify key players for each watershed.
- Review authorities and incentives and prioritize implementation activities. Identify funding needs.
- Draft strategies to proceed with implementation activities for two watersheds.

Step 2: Hold a Pacific regional workshop for all Island jurisdictions to share 3-year action strategies and experiences related to land based pollution. Workshop will be held for 1 or 1.5 days, in connection with EPA's annual Pacific Islands Environmental Conference in Honolulu June 23 –27. Develop a communication plan for the Pacific Islands to support the action strategies.

Step 3: Reconvene the Hawaii participants (hold directly after June meeting) and hold a series of meetings to focus, draft and complete Hawaii's 3-year action strategy to address LBP

- Identify funding sources for required activities, acquire funds and initiate project
- Consider creating a watershed/reef project manager position
- Establish baseline and progress monitoring protocols
- Projects can be of long duration but must have 1 to 3 year measurable outcomes. Assure goals are attainable and quantifiable

Step 4: Report on Land Based Pollution Action Strategies to Pacific Regional Subcommittee meeting of the Coral Reef Task Force (CRTF) and to October 2003 CRTF meeting on Guam.

#### Funding

NRCS and EPA will provide workshop funding for the development of the Hawaii and the Pacific Island Action Plans.

#### Proposed Budget for Pacific Regional Workshop and 3-yr Action Plans

1. Pacific Regional Workshop: Tentatively planned for week of June 23, 2003 in Honolulu, in conjunction with EPA's annual Pacific Islands Environmental Conference.

*Facilities: \$5000*

*Travel for participants: \$20,000 (2 people each from AS, Guam, CNMI, Palau)*

*Facilitator and logistics: \$10,000*

*TOTAL for Pacific Regional Workshop: \$35,000*

2. Hawaii's 3-yr Action Plan

*Facilitator, writing action strategy, and meeting logistics for minimum of 4 local workshops: \$20,000*

*Interisland travel (airfare only) for participants: \$3000*

*Total for Hawaii's Action Plan: \$23,000*

Funding to implement conservation and monitoring projects developed in the strategies is expected to come from existing budgets of participating agencies, except where grant and ear mark funds can be provided.

Attachment: List of reef areas in Hawaii that are impacted by land based pollution.

<b>Name of Area</b>	<b>Island</b>	<b>No. of Votes</b>	<b>Reasons</b>
<b>Kaneohe Bay</b>	<b>Oahu</b>	<b>5</b>	<b>Nutrients, urban runoff, sediments, decline in middle sector possibly due to non-point source</b>
<b>Maunalua Bay/Black Pt. to Koko Hd.</b>	<b>Oahu</b>	<b>4</b>	<b>Urban runoff, beach replenishment, sedimentation, nutrients</b>
<b>Mamala Bay/Diamond</b>	<b>Oahu</b>	<b>4</b>	<b>Urban runoff, nutrients, coastal</b>

<b>Head to Barbers Pt.</b>			<b>construction</b>
<b>South Molokai</b>	<b>Molokai</b>	<b>4</b>	<b>Sediments,</b>
<b>Kihei/Maalaea Bay</b>	<b>Maui</b>	<b>4</b>	<b>Sediments, urban runoff, coastal construction, nutrients</b>
<b>Manele Bay through length of NE coast</b>	<b>Lanai</b>	<b>3</b>	<b>Sediments, runoff during heavy rains</b>
<b>Westshore Maui/ Honolua, Honokowai, Napili, Ukumehame, Olowalu</b>	<b>Maui</b>	<b>2</b>	<b>Sedimentation, nutrients, coastal development</b>
<b>Kaiaka Bay to Haleiwa</b>	<b>Oahu</b>	<b>1</b>	<b>Sedimentation, nutrients</b>
<b>Kailua Bay</b>	<b>Oahu</b>	<b>1</b>	<b>Sedimentation, nutrients</b>
<b>Pelekane Bay</b>	<b>Hawaii</b>	<b>1</b>	<b>Sedimentation</b>
<b>Hilo Bay</b>	<b>Hawaii</b>	<b>1</b>	<b>Nutrients, sedimentation, urban runoff</b>

## Annex E: Example Local Action Strategies

Worksheet 1: Action Strategy										
Fill Out Worksheet 1 for each locally-relevant Threat/Focus Area										
Threat/Focus Area: Land based sources of pollution				Tools (check-off for Activities)						
Goal: Reduce by 25% sedimentation and runoff that results from fires, agriculture and development in two priority watersheds		Indicator: sedimentation decreases on selected corals in priority watersheds		Develop policies/laws	Enforcement	Mapping and Monitoring	MPA	Outreach and education	Research	Other
Objective 1: Increase the number of best practices that are being used to reduce sedimentation		Indicator: Number of best practices being used in (1) new developments, (2) agriculture								
	Project 1: Develop informative public outreach materials that reach target audiences and will educate the public on the importance of using best practices							X		
	Project 2: Gain public support in opposing actions such as sodbusting, over-application of fertilizers, illegal pesticide applications, illegal burning, etc.							X		
	Project 3: Training to local building officials on how to include best practices in site reviews							X		
	Project 4: incorporate best practices into local land use regulation			X						
Objective 2: Change fire management and "burn" techniques		Indicator: reduced runoff from "burn" areas								
	Project 1: Change landuse policy and regulation to alter "Burn" techniques			X						
	Project 2: Increase enforcement of existing and proposed regulation related to fire m				X					
	Project 3: Provide resource guides that are culturally sensitive to inform land owners about change in regulation and practice							X		
	Activity 4:									
	Activity 5:									



<b>Worksheet 2. Collaborative Implementation Plan</b>	
<i>Fill out a different Worksheet 2 for each Management Action selected in Worksheet 1</i>	
<b>Threat/Focus Area:</b> Land Based Sources of Pollution	
<b>Goal</b> (from Worksheet 1): Reduce by 25% sedimentation and runoff that results from fires, agriculture and development in two priority watersheds	
<b>Objective</b> (from Worksheet 1): Increase the number of best practices that are being used to reduce sedimentation	
<b>Project 1 (from Worksheet 1):</b> Develop informative public outreach materials that reach target audiences and will educate the public on the importance of using best practices	
<b>Description:</b> There are known best practices that can be employed to reduce sedimentation at development and agricultural sites. In cooperation with CE, this project will develop a simple and clear best practice guidebook directed at land owners, site developers and the agricultural industry. It will draw from the numerous guides that are already in use throughout the country.	<b>Lead person:</b>
	<b>Proposed partners:</b> Cooperative Extension
	<b>When (mm/yr)</b> Aug 03 TO Oct 04
	<b>Products or Outputs:</b> Spot ads, stickers, Logos, Radio spots
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
<b>Staff, training &amp; technical expertise needs:</b> None	
<b>Project 2 (from Worksheet 1):</b> Gain public support in opposing actions such as sodbusting, over-application of fertilizers, illegal pesticide applications, illegal burning, etc.	
<b>Description:</b> Creating public support is critical. This activity will create public awareness about the impacts of these destructive practices on our coral reefs. This project will use the expertise of ABC communication to build a 12 month public outreach campaign to targets the reduction of illegal or improper sodbusting, over-application of fertilizer, pesticide application and illegal burning	<b>Lead person:</b>
	<b>Proposed partners:</b> ABC communication
	<b>When (mm/yr)</b> Oct 04 TO Sept 05
	<b>Products or Outputs:</b> Spot ads, stickers, Logos, Radio spots
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
<b>Staff, training &amp; technical expertise needs:</b> Communication consultant	

Worksheet 1: Action Strategy										
Fill Out Worksheet 1 for each locally-relevant Threat/Focus Area										
Threat/Focus Area: Lack of public awareness				Tools (check-off for Activities)						
Goal: Build general public awareness of the importance of coral reef ecosystem to Hawaii's lifestyle and to teach and encourage positive behaviors that will protect and nurture this lifegiving natural resource.		Indicator: Index of participation and understanding by stakeholder groups		Develop policies/laws	Enforcement	Mapping and Monitoring	MPA	Outreach and education	Research	Other
Objective 1: Reach X% of the initial target audience with Hawaii's Living Reef Program within next 12 months		Indicator: Number of publications, mass media events, hits on Web sites, and								
	Project 1: Delivery Living Reef Program that includes 9 components							X		
	Project 2: Commercial Products							X		
	Project 3: Cruise ships/tour boats							X		
	Project 4: Table tents in rooms on Ships							X		

Worksheet 2. Collaborative Implementation Plan	
Fill out a different Worksheet 2 for each Management Action selected in Worksheet 1	
Threat/Focus Area: Lack of public awareness	
Goal (from Worksheet 1): Build general public awareness of the importance of coral reef ecosystem to Hawaii's lifestyle and to teach and encourage positive behaviors that will protect and nurture this lifegiving natural resource.	
Objective (from Worksheet 1): Reach X% of the initial target audience with Hawaii's Living Reef Program within next 12 months.	
Project 1 (from Worksheet 1): Delivering the 9 components of the Living Reef Program	
<b>Description:</b> Deliver a nine step program to reach generate a broad spectrum of support. The components include: the tease, the launch, ongoing media relations, PSA and paid media efforts, website, reef awareness awards, public displays, Collateral and other awareness elements	<b>Lead person:</b>
	<b>Proposed partners:</b> Pineapple Tweed
	<b>When (mm/yr)</b> Aug 03 TO Oct 04
	<b>Products or Outputs:</b> Spot ads, stickers, Logos, Radio spots
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
	<b>Staff, training &amp; technical expertise needs:</b> None
Project 2 (from Worksheet 1): Commercial products	
<b>Description:</b> The logo and slogan/tagline can be placed on beach towels, mats, the backs of beach chairs and the tops of beach umbrellas.	<b>Lead person:</b>
	<b>Proposed partners:</b> Pineapple Tweed
	<b>When (mm/yr)</b> Oct 04 TO Sept 05
	<b>Products or Outputs:</b> Spot ads, stickers, Logos, Radio spots
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
	<b>Staff, training &amp; technical expertise needs:</b> None

Worksheet 1: Action Strategy											
Fill Out Worksheet 1 for each locally-relevant Threat/Focus Area											
Threat/Focus Area: Overfishing					Tools (check-off for Activities)						
Goal: Increase fish stocks in marine preserves		Indicator: number of indicator fish increases			Develop policies/laws	Enforcement	Mapping and Monitoring	MPA	Outreach and education	Research	Other
Objective 1: Eliminate illegal fishing in marine preserves by 2004		Indicator: Number of violations written decreases									
	Project 1: Increase nighttime patrols in marine preserve					X		X			
	Project 2: Increase the penalty for illegal fishing				X			X			
	Project 3: Create alternative sources of local livelihoods for displaced fishers							X	X		
Objective 2: Establish rotating no-take zones within marine preserves				Indicator: number of no-take zones increase							
	Project 1: Conduct series of roundtables with fishers to identify priority no-take zones							X	X		
	Project 2: Change marine preserves regulation to accommodate no-take zones				X			X			
	Project 3: Demarcate no-take zones with buoys and distribute brochure explaining no take zone							X	X		
	Project 4:										
	Project 5:										

Worksheet 2. Collaborative Implementation Plan	
Fill out a different Worksheet 2 for each Management Action selected in Worksheet 1	
Threat/Focus Area: Overfishing	
Goal (from Worksheet 1): Increase fish stocks in marine preserves	
Objective (from Worksheet 1): Eliminate illegal fishing in marine preserves by 2004	
Project 1 (from Worksheet 1): Increase nighttime patrols in marine preserve	
<b>Description:</b> Most illegal fishing occurs at night where traditionally there has not been an enforcement presence. This project will shift enforcement focus from day-time patrols to night time patrols	<b>Lead person:</b> J. Davis, Head of Fisheries enforcement
	<b>Proposed partners:</b> Fisheries cooperative
	<b>When (mm/yr)</b> Aug 03 TO Oct 04
	<b>Products or Outputs:</b>
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
<b>Staff, training &amp; technical expertise needs:</b> Nighttime patrol training, night vision glasses	
Project 2 (from Worksheet 1): Increase the penalty for illegal fishing	
<b>Description:</b> Current fines associated with illegal fishing are not adequate and do not provide a significant deterrence to illegal activities. This project will work with the AG's staff to revise specific section of existing regulation so that fines become actual deterrence to illegal activities.	<b>Lead person:</b> B. Sandler, Marine Preserve Administrator
	<b>Proposed partners:</b> Fisheries, Fishing Collaborative, AG's office
	<b>When (mm/yr)</b> Oct 04 TO Sept 05
	<b>Products or Outputs:</b> no-take zones, brochure
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
<b>Staff, training &amp; technical expertise needs:</b> Scientific input on how to select the best no-take zone	

Worksheet 1: Action Strategy										
Fill Out Worksheet 1 for each locally-relevant Threat/Focus Area										
Threat/Focus Area: Recreational Overuse and misuse				Tools (check-off for Activities)						
Goal: Maintain and where possible increase the aesthetic quality of coral reefs to ensure a healthy and vibrant tourism industry		Indicator: visual quality coral indices increase		Develop policies/laws	Enforcement	Mapping and Monitoring	MPA	Outreach and education	Research	Other
Objective 1: Eliminate coral damage from trampling from recreating in three high-traffic areas		Indicator: damage to coral from trampling								
	Project 1: Develop informational, visually appealing brochures about coral reefs, stock hotel lobbies and frequent tourist destinations with brochures.							X		
	Project 2: Establish permanent transects in high-traffic areas to monitor coral reef health (i.e. %breakage over time/space).					X				
	Project 3: Develop procedure whereby all incoming flights play our 20-minute informational video about coral reefs (aimed at tourists).							X		
Objective 2: Eliminate coral damage from boat anchoring in three high-traffic areas			Indicator: damage to coral from boat anchoring							
	Project 1: Adopt a "sensitive area" icon that could be placed on buoys, set buoys in areas where anchoring is discouraged. Use PSAs to educate public on why.							X		
	Project 2: Increase the number of buoys at popular diving / anchor spots frequented by recreational boaters and divers.									X

Worksheet 2. Collaborative Implementation Plan	
Fill out a different Worksheet 2 for each Management Action selected in Worksheet 1	
Threat/Focus Area: Recreational Overuse and misuse	
Goal (from Worksheet 1): Maintain and where possible increase the aesthetic quality of coral reefs to ensure a healthy and vibrant tourism industry	
Objective (from Worksheet 1): Eliminate coral damage from trampling from recreating in three high-traffic areas	
Project 1 (from Worksheet 1): Develop informational, visually appealing brochures about coral reefs, stock hotel lobbies and frequent tourist destinations with brochures.	
<b>Description:</b> It is critical to affect the behavior of the tourists that visit the coral reefs. Our hypothesis is that tourists will do the right thing (not step on reefs) if they know that their actions causes significant and long term damage. We plan on using hotels as an important dissemination point for education tourists because of the frequent and repetitive opportunity for contact.	<b>Lead person:</b> H. Butterhouse
	<b>Proposed partners:</b> Hotels
	<b>When (mm/yr)</b> Aug 03 TO Oct 04
	<b>Products or Outputs:</b> Spot ads, stickers, Logos, Radio spots
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
	<b>Staff, training &amp; technical expertise needs:</b> None
Project 2 (from Worksheet 1): Establish permanent transects in high-traffic areas to monitor coral reef health (i.e. %breakage over time/space).	
<b>Description:</b> Permanent transects need to be established to measure damage to coral reefs from recreational activities. These will be established and managed using the methods outline by C. Horrill, et al. These transects will be baseline no later then December 03.	<b>Lead person:</b> Dr. Zimmer
	<b>Proposed partners:</b> University of BGH
	<b>When (mm/yr)</b> Oct 03 TO ongoing
	<b>Products or Outputs:</b> quarterly transect reports
	<b>Expected Costs:</b> \$XXX,XXX
	<b>Proposed Funding Source:</b>
	<b>Staff, training &amp; technical expertise needs:</b> transect training for reef watchers

<b>Worksheet 3.a. Cross-cutting actions - compiling activities</b>						
<b>TOOL</b> (Developing Policies & Laws, Enforcement, Mapping and Monitoring, MPA, Outreach & Education, Research, Other):	<i>From which threat/focal area?</i>					
<b>List activities from worksheet 1 that are in this category. Include activities from all focus areas</b>	LBS of Pollution	Overfishing	Public Awareness	Overuse	Climate Change	Disease
Develop informative public outreach materials that reach target audiences and will educate the public on the importance of using best practices	X					
Gain public support in opposing actions such as sodbusting, over-application of fertilizers, illegal pesticide applications, illegal burning, etc.	X					
Training to local building officials on how to include best practices in site reviews	X					
Create alternative sources of local livelihoods for displaced fishers		X				
Develop informational, visually appealing brochures about coral reefs, stock hotel				X		
Develop procedure whereby all incoming flights play our 20-minute informational video about coral reefs (aimed at tourists).				X		

<b>Worksheet 4.a Capacity needs assessment - Compilation</b>						
	<i>From which threat/focal area?</i>					
<b>Compile comments from Worksheet 2 on staff, training and technical assistance needs.</b>	LBS of Pollution	Overfishing	Public Awareness	Overuse	Climate Change	Disease
Communication consultant	X					
Scientific input on how to select the best no-take zone		X				
transect training for reef watchers				X		